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ABSTRACT

The village concept of campus planning is proposed for Minnesota Bible College, whose educational philosophy demands a personalized approach throughout the entire college program. The village concept, being consistent with the philosophy of the college, is discussed as a solution to problems relating to the spatial needs, financing, and budgeting of a new campus. Spatial needs and cost projections are considered for each of the four elements of the plan--(1) the villas (on-campus living units), (2) the shopping center, (3) the plaza (academic unit), and (4) the park (recreation and large group activities area). A ten year budgetary program is also presented. (FS)

ED037905

# MINNESOTA BIBLE COLLEGE
# AND
# THE VILLAGE CONCEPT OF CAMPUS PLANNING

The Philosophical Problem

A Solution - The Village Concept

The Financing Problem

A Solution - The Village Concept

The Spatial Problem

A Solution - The Village Concept

The Budget Problem

A Solution - The Village Concept

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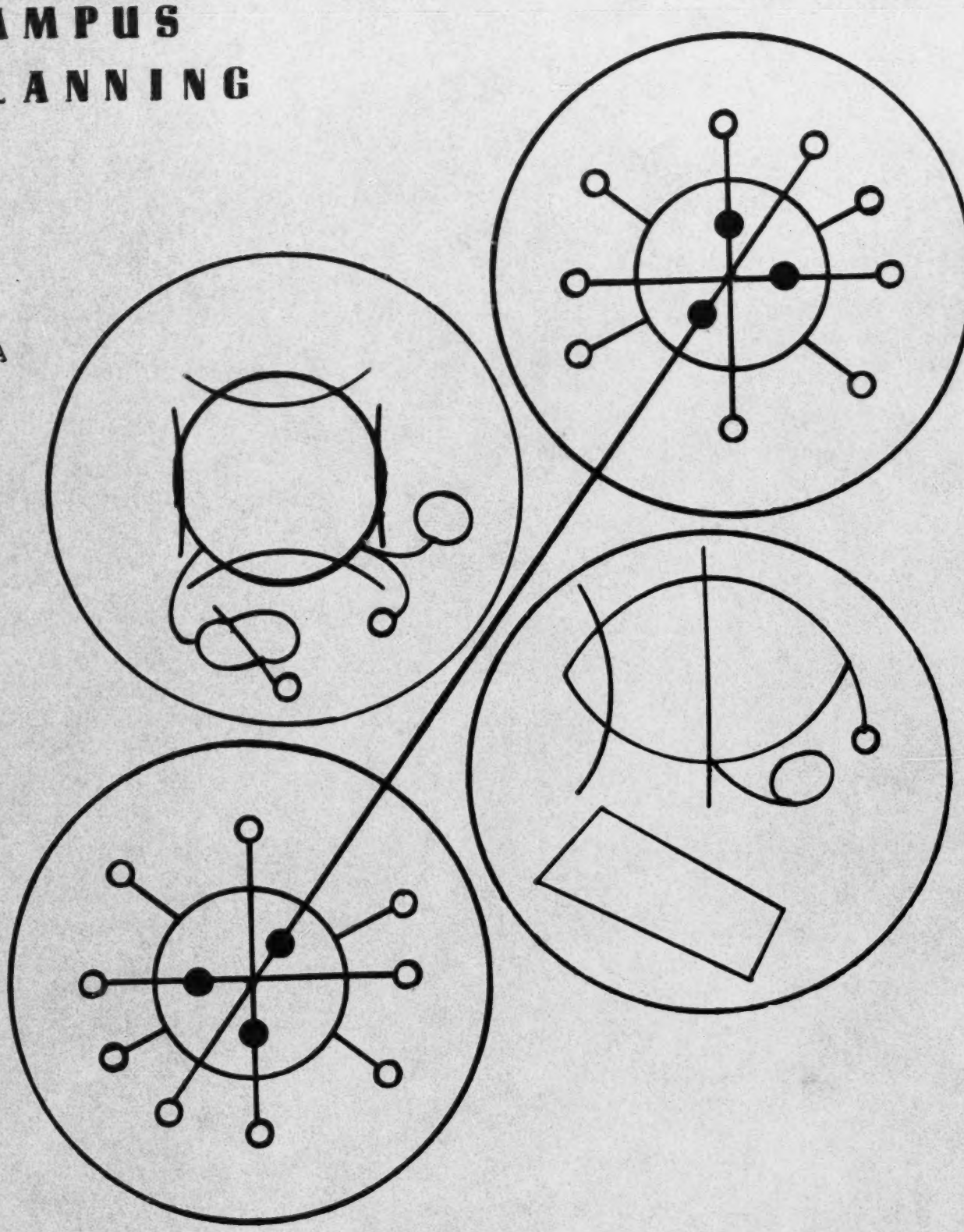
# THE VILLAGE CONCEPT OF CAMPUS PLANNING

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MINNESOTA BIBLE COLLEGE

## The Philosophical Problem

The educational philosophy of Minnesota Bible College demands a personalized approach in the entire college program.

The academic program (curriculum) is being designed to de-emphasize large lecture sessions and to utilize seminars, laboratory sections, and individual directed study.

The counseling-guidance program is being designed to provide for continuous personal contact with every student.

To accomplish their objectives both programs seek to set up a living-learning situation(environment) that will stimulate personal involvement.

The campus is not just a set of buildings but an important component in carrying out the personalization objectives of the college. The campus design must be consistent with the philosophy of the college and a complement to the program.

The problem is to design a campus that will: (1) allow, encourage, and reflect personalization, and (2) provide for small enough living units to be effective in the living-learning program.

The whole trend of society is toward depersonalization which brings about identity confusion, and the inability to make decisions, which in turn prevents many people from realizing their potential and being effective members of the church and society.

The desire of Minnesota Bible College is to provide an oasis in the desert of numbers where students can come to find and prepare themselves as persons. The campus design and setting must play its part in the program.

## A Suggested Answer to the Problem-The Village Concept

The Village concept of campus planning establishes an intimate and warm community of individual people who have come together for a common purpose. The concept consists of four elements: (See diagram, page 2).

(1) The Villas - Small housing units (20 students each- one senior advisor, one junior assistant advisor, nine sophomores, and nine freshman) arranged around a dining hall, student center, and a professional counselor's residence.

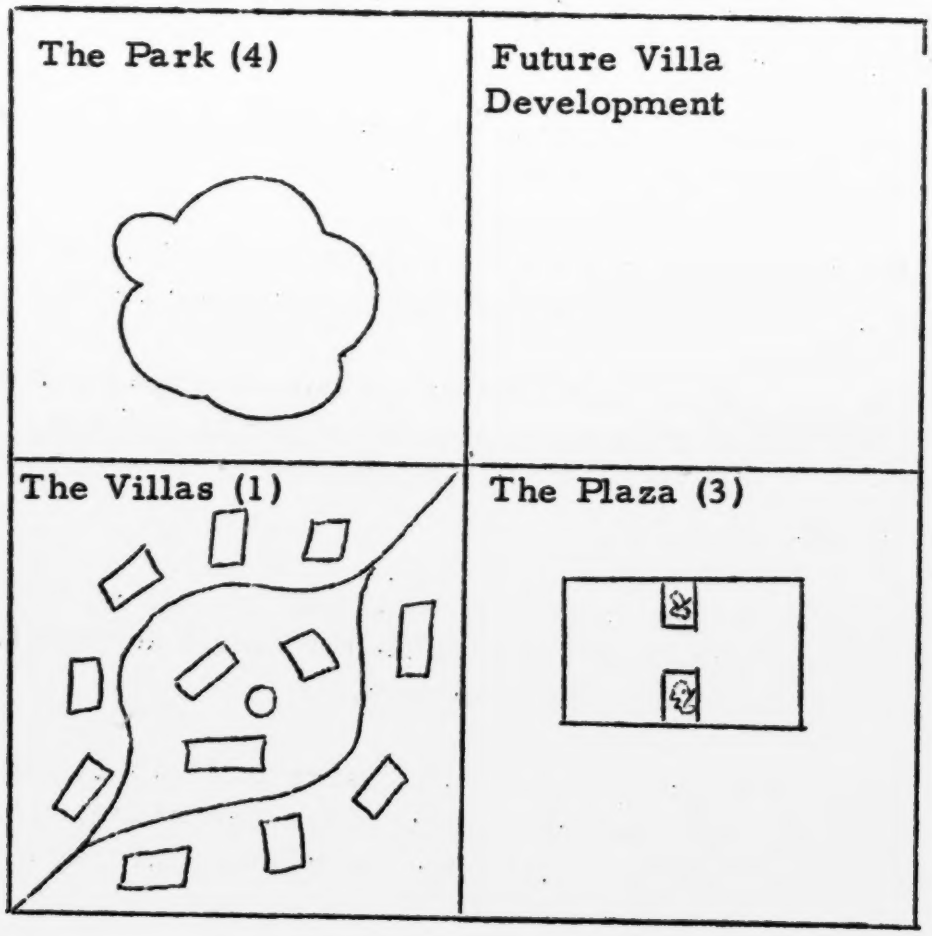
(2) The Shopping Center - A complex of stores-books, school supplies, sundries, clothing, food, etc; to supply the needs of the college community.

(3) The Plaza - The educational-cultural complex which includes the classrooms, faculty and administrative offices, and the library, as well as art gallaries, museums, etc. that would be added.

(4) The Park - The gymnasium-chapel-auditorium, ball fields, tennis courts, etc., located in a parksetting.

## THE VILLAGE

(40 acres divided into 4-10 acre sections)




(4) The Shopping Center
(a) Counselors residence (b) Dining Club (c) Student Center

The whole campus should be designed to blend the buildings into the natural setting by the use of creative architecture, natural building materials (rough wood and stone), and the conservation of trees and terrain.

(Reference - See Jonathan, Minnesota and the Walden Townhouse complex in Burnsville, Minnesota)

This approach would certainly de-institutionalize the campus and contribute to a warm and intimate atmosphere.

## The Financing Problem

The asset of Minnesota Bible College is only half as large as the funds needed to build the first unit of a new campus. Therefore, funds must be borrowed. Borrowing money is difficult for Minnesota Bible College because: (1) a history of financial crisis, (2) present deficit spending, (3) payback of moneys depends upon an increase of students which cannot be guaranteed, (4) institutional type buildings give financers little latitude for recouping their investment if they must repossess for non-payment.

The problem is to find a way to overcome these difficulties and provide the facilities needed in a new campus situation.

## A Suggested Solution to the Problem-The Village Concept

The Village is, in reality, a housing subdivision entirely separate from other campus components. (See diagram- page 2) Besides meeting the philosophical needs this approach has these two distinct economical advantages:

(1) Flexability - Because the units are small the housing can easily be built as needed with excellent assurance of 100% immediate occupancy. Institutional type dormitories must be built in larger increments, therefore reducing the chances of immediate 100% occupancy, and also requiring the outlay of larger capital funds.

If drastic economic times come and the college is in financial crisis, the situation could be alleviated by converting some of the houses to single family dwellings and either renting or selling them. An institutional type dormitory does not allow this type of adjustment and could cost us the campus.

If the whole approach does not work satisfactorily the whole subdivision can be sold without effecting the campus, and the equity and the increase in property value would be a good financial start on building institutional type dormitories on the expansion area of the campus.

(2) Financing - A separate and complete subdivision of $30,000 houses would give any lender excellent security of his money. Therefore, the college could perhaps get financing that it could not other wise get.

If the college could not get financing in any other way, it could find men of sound financial background who would arrange financing for a home as their own property. Then the college could purchase it from them by assuming the mortgage.

## The Spatial Problem

After the decision to relocate from the present location to a new campus, and the creation of the "Total Development Program", which spelled out specifically the program which the college would operate in the new campus; the task was to study the spatial needs and then to project a cost. This was done and the study is entitled, "A Campus Specifications Study for Minnesota Bible College".

The problem is that the college needs more space than it can afford to build.

| Survey of Spatial Needs | Approximate Sq. Ft. | Cost |
|---|---|---|
| 1. The Academic Function | | |
| a. Classrooms | | |
| 1 Lecture Hall (150 students) | 1800 | |
| 2 Classrooms (50 students @-750 sq. ft. @) | 1500 | |
| 1 Multipurpose Lab (25 students) | 750 | |
| 2 Seminar Rooms (10-15 students @-150 sq. ft. @) | 300 | |
| 1 Combination choir rehearsal room and speech lab (60 students) | 900 | |
| | | 5250 |
| b. Individual instruction and practice facilities | | |
| 2 Combination music studios and practice rooms (100 sq. ft. @) | 200 | |
| 6 Music practice rooms (75 sq. ft. @) | 450 | |
| 5 Oral Communications practice booths (15 sq. ft. @) | 75 | |
| | | 725 |
| c. Faculty and Academic Administration Office-Study Complex | | |
| 8 Faculty studios (120 sq. ft. @) | 960 | |
| 2 Dean's Offices (182 sq. ft. @) | 364 | |
| 1 Instructor's Office complex (4-6 instructors share 1 room) | 182 | |
| 1 Secretary's office | 144 | |
| 1 Workroom | 100 | |
| 1 Fireproof records room | 50 | |
| 1 Lounge and meeting room | 200 | |
| 1 Cloakroom | 80 | |
| 2 Restrooms (25 sq. ft. @) | 50 | |
| | | 2130 |
| d. Library | | 4000 |
| e. Corridors, etc. (15% of gross sq. ft.) | | 1816 |
| | | 13, 921 |
| | @ $15 per sq. ft. | $208, 815 |

| | Approximate Square Feet | | Cost |
|---|---|---|---|
| 2. The Administrative Function | | | |
| a. The President's Office | 225 | | |
| Washroom | 25 | | |
| b. Director of Development's Office | 150 | | |
| c. Business Manager's Office | 150 | | |
| d. Assistant to the President's Office | 150 | | |
| e. Bookkeeper's Office | 100 | | |
| f. Administrative Secretary's Office | 100 | | |
| g. Receptionist Office and Waiting Room | 150 | | |
| h. Corridors, etc. (15% of gross sq.ft.) | 150 | | |
| | | 1,200@$15 | $ 18,000 |
| 3. The On-Campus Living Function | | | |
| a. Housing Units (100 sq.ft. per student) | 20,000 | | |
| b. Cafeteria | 3,000 | | |
| c. Student Center | 2,250 | | |
| d. Student Services | 1.250 | | |
| e. Head Counselor's Residence | 1,000 | | |
| f. Corridors, etc. (15% of gross sq.ft.) | 4,170 | | |
| | | 31,670@$11 | $348,370 |
| 4. The Recreation Function | | | |
| a. Gymnasium | | | |
| Floor | 4,100 | | |
| Spectator Seating | 1,500 | | |
| 2 Lockerrooms (1000 sq.ft.@) | 2,000 | | |
| Athletic Office | 60 | | |
| Storage | 240 | | |
| | 7,900 | | |
| b. Corridors, etc. (15% of gross sq.ft.) | 1,085 | | |
| | | 8,985 @$11 | $ 99,835 |
| 5. The Worship Function | | | |
| a. Chapel-Auditorium | 2,100 | | |
| b. Corridors, etc. | 315 | | |
| | | 2,415 @$15 | $ 36,225 |
| 6. The Maintenance and Operational Function | | | |
| a. Central Heating Space (optional) | 300 | | |
| b. Shop | 1,200 | | |
| c. Maintenance Centers (120sq.ft.@) | 360 | | |
| d. 6 Janitor's Closets (25sq.ft.@) | 150 | | |
| e. Print Shop | 800 | | |
| f. Mail Room | 150 | | |
| g. Corridors, etc. | 644 | | |
| | | 3,604 @$11 | $ 39,644 |
| | | 61,795 | $750,889 |
| Land Acquisition and Utilities development | | | 100,000 |
| Land development (landscaping, roadways, walkways, ball fields, etc.) | | | 30,000 |
| | | | $880,889 |

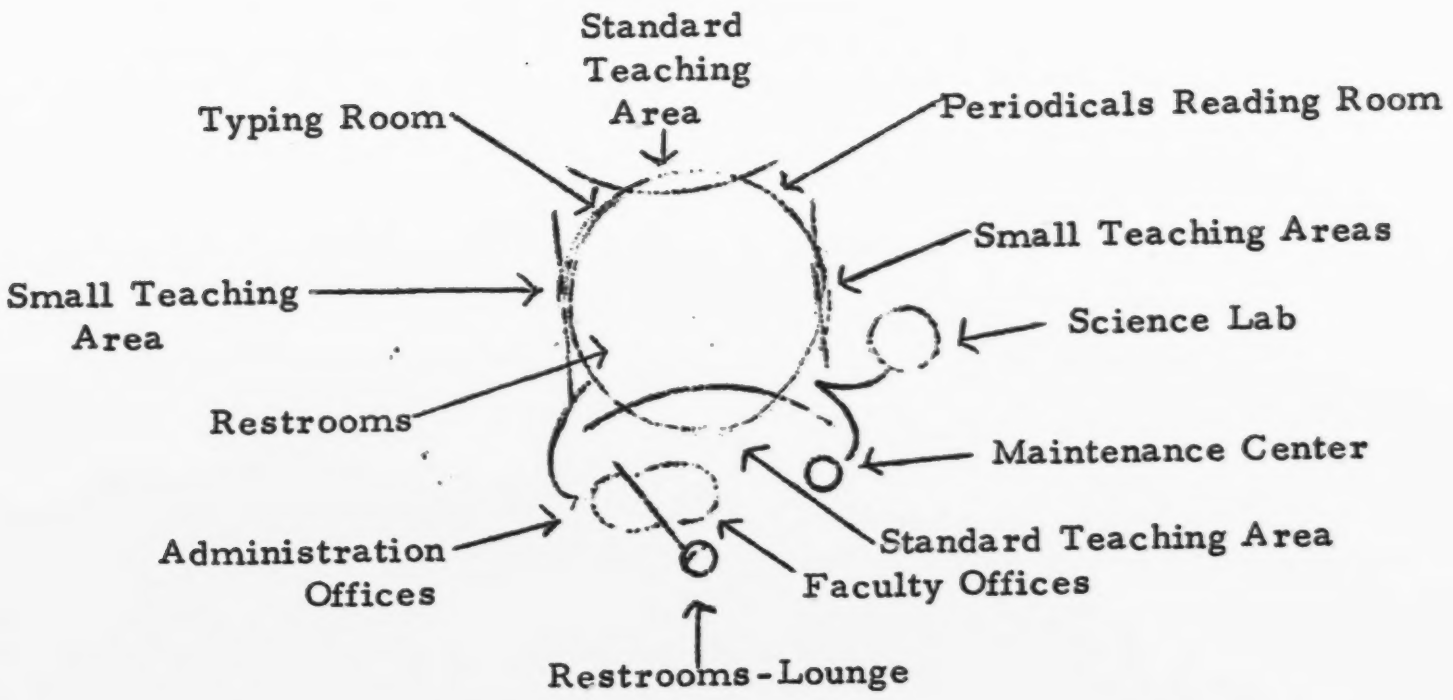
## A Solution to the Problem-The Village Concept

The only solution to this problem is to reduce the total space needed and cost to a figure the college can handle. However, this must be done without hampering an effective operation of the college program.

The answer to reducing the needs and the costs is multi-use through proper grouping of functions and the step by step growth pattern allowed by the Village Concept. The following pages explain and illustrate this solution.

Multi-use groupings of related functions:

## The Plaza (Academic Unit)



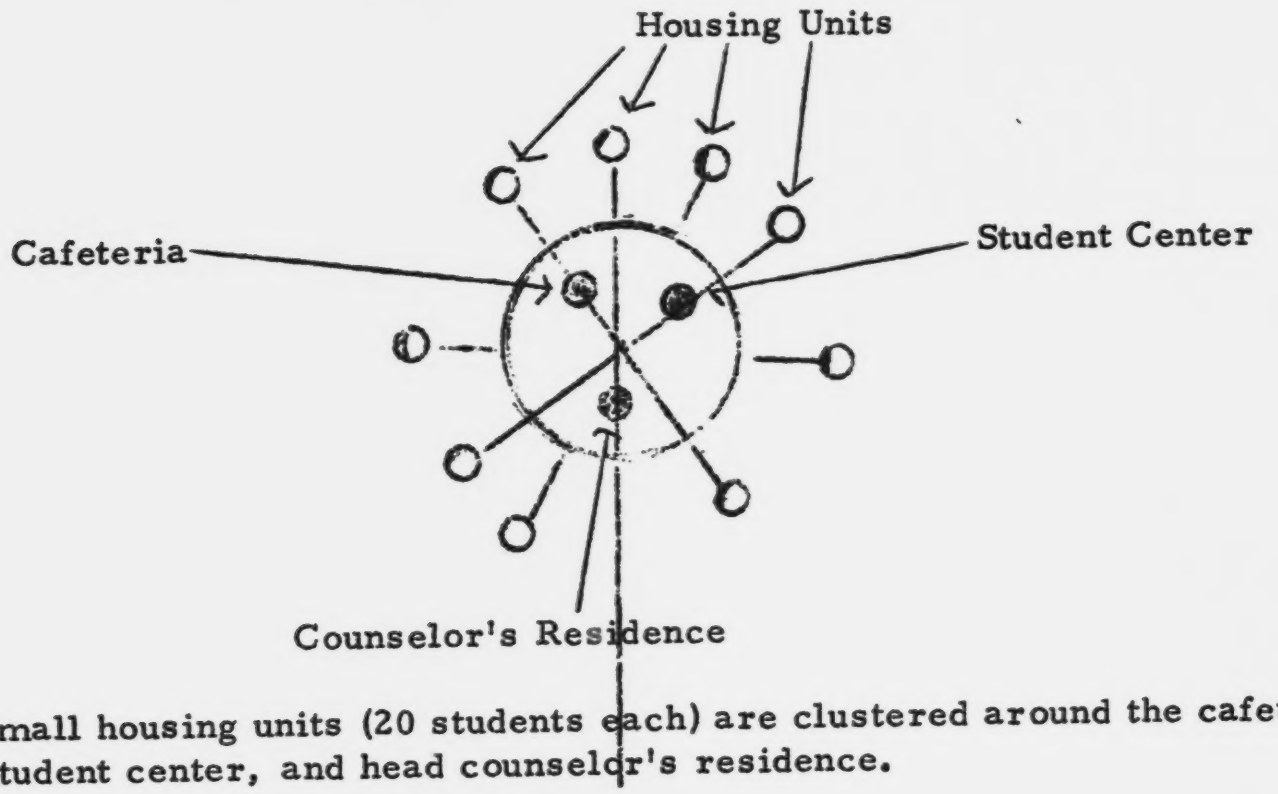

The center of this facility is the library. Arranged around it in alcoves which could be closed off with electrically operated folding partitions are four, two standard size and two small, teaching areas which replace the traditional type classrooms. Those areas become the study areas of the library when class is not being held. This is getting double use out of the space. During the peak class hours very few students are in the library because they are in class. During the peak study hours classes are over for the day. The typing room would get double duty as a classroom and as a study-typing area. The library proper would house the stacks, checkout counter, office and maintenance center, Audio-Visual room,and a small study area equipped with carrels. The lab is designed to meet the needs of natural and biological sciences, and Christian education workshops.

Spatial needs and cost projection:

| | | |
|---|---|---|
| Library (including typing area, periodical reading area, and restrooms) | 2,500 | |
| 2 Standard Teaching areas (classrooms) (750 sq.ft.@) | 1,500 | |
| 2 Small teaching areas (seminar rooms) (150 sq.ft.@) | 300 | |
| 1 Multi-purpose lab | 750 | |
| *Administrative offices | 1,200 | |
| *Faculty studies (including lounge and restrooms) | 2,130 | |
| 1 Maintenance center | 120 | |
| Corridors, etc. | 1,275 | |
| | 9,775 at $15@ | $146,625 |

* See page 4 and 5 for square footage distribution.

## The Villas - (On-Campus Living Unit)




Small housing units (20 students each) are clustered around the cafeteria, student center, and head counselor's residence.

The houses contain 9 student rooms, a kitchen and lounge, a study room, 2 bathrooms, an ironing and laundry room, furnace room, fireplace, balcony, and patio. (See diagram on Page 9 ) This facility would use the English basement concept, perhaps a walkout lower floor, and would have two floors.

The cafeteria contains a kitchen, serving area, and a dining area that can be divided up by folding partitions to seat from 30 to 150 people. This area can be used for group meetings, private group dinners, and even seminar rooms during the class day if necessary. (See diagram on page 9 )

The Student Center would be on two floors, the lower one-half in the ground (English basement). It would contain a lounge, recreation hall, restrooms, organization workroom, TV room, music and speech practice rooms, vending machines in an area with table and chairs, and the college store (books, etc.). (See diagram on page 9 .)

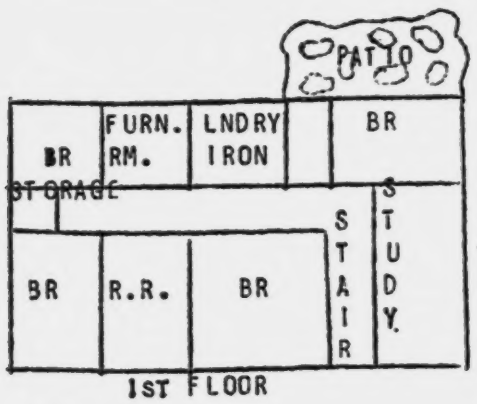
The head counselor's residence would be a three bedroom single family dwelling.

All of these units must be built to convert to single family units to guarantee the latitude in financing mentioned on page 3. (See diagram on page 9 .) However, creatively done this is an exciting concept that perfectly fits the philosophical position of Minnesota Bible College.

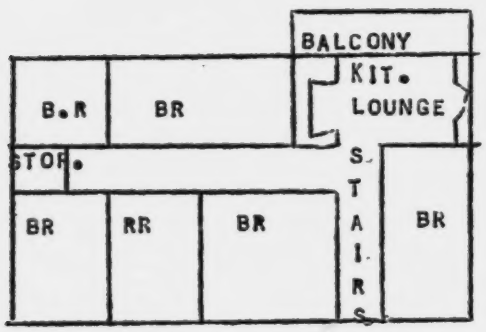
Spatial needs and cost projection:

| | | | |
|---|---|---|---|
| 7 Housing units (140 students) (Additions added as needed) | (14,000sq.ft.) | 30,000@ | $210,000 |
| 1 Cafeteria | 2,000sq.ft. | | 30,000 |
| 1 Student Center | 2,500sq.ft. | | 35,000 |
| 1 Counselor's Residence | 1,000sq.ft. | | 25,000 |
| (Costs included $5,000 per unit for land and utilities) | 19,500 | | $300,000 |

## CAMPUS UNIT



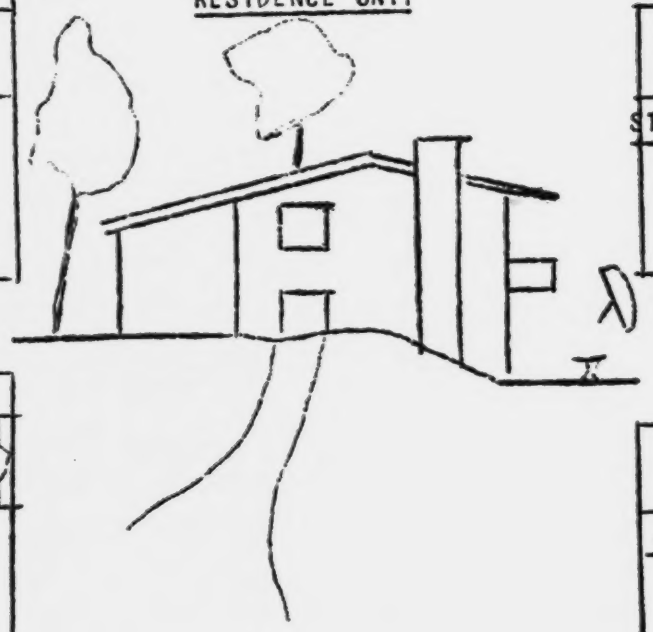

1ST FLOOR



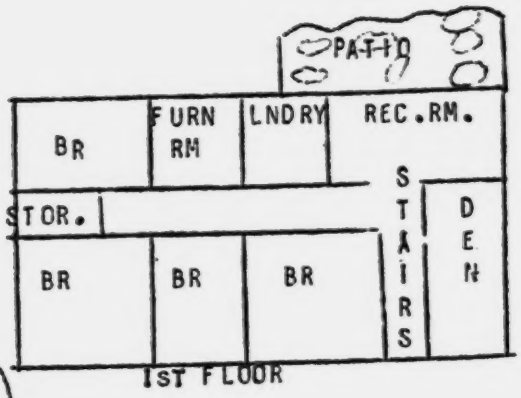

2ND FLOOR

ENTRY

## RESIDENCE UNIT



## SINGLE FAMILY DWELLING

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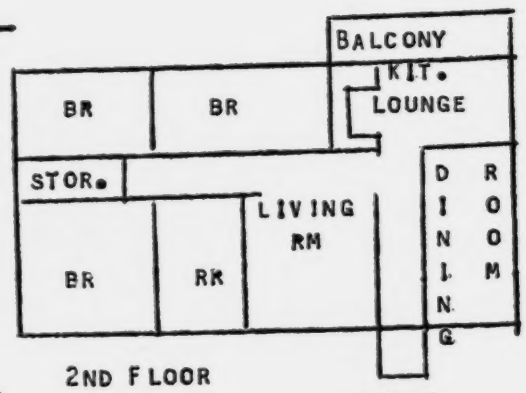
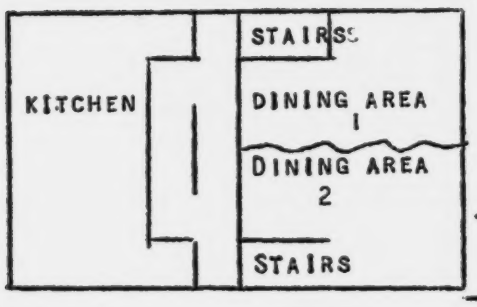


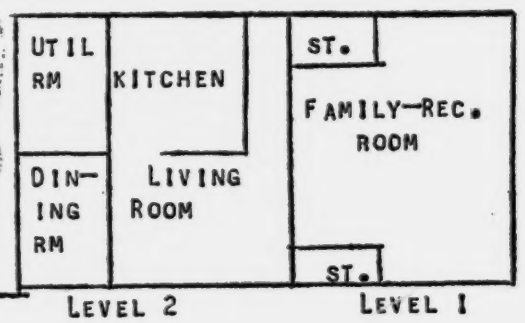

2ND FLOOR

ENTRY

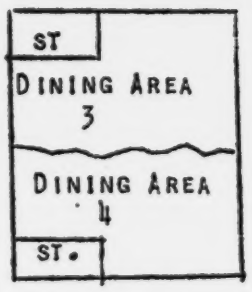
## CAFETERIA




LEVEL 2 LEVEL 1

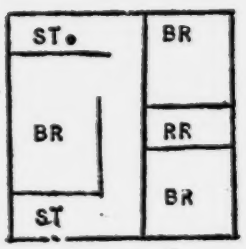



LEVEL 2 LEVEL 1



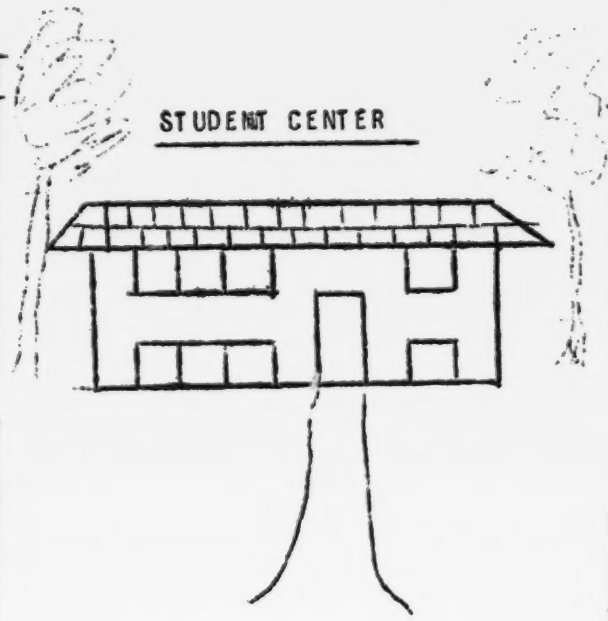

SPLIT LEVEL

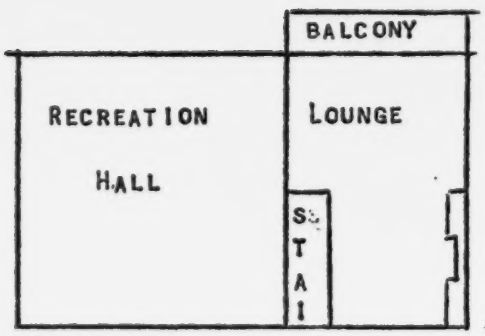
LEVEL 3




LEVEL 3

## STUDENT CENTER



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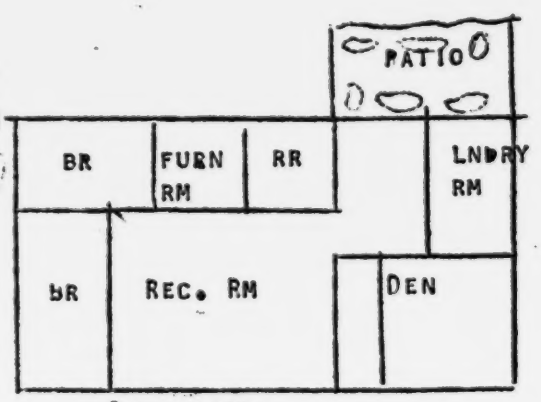


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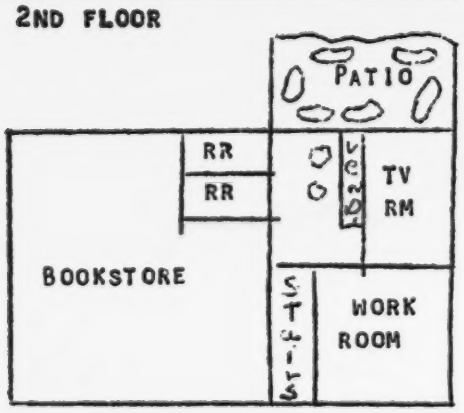


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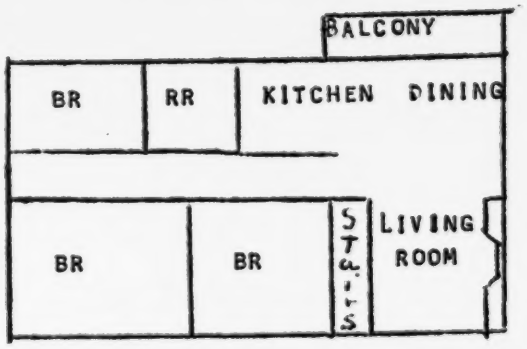
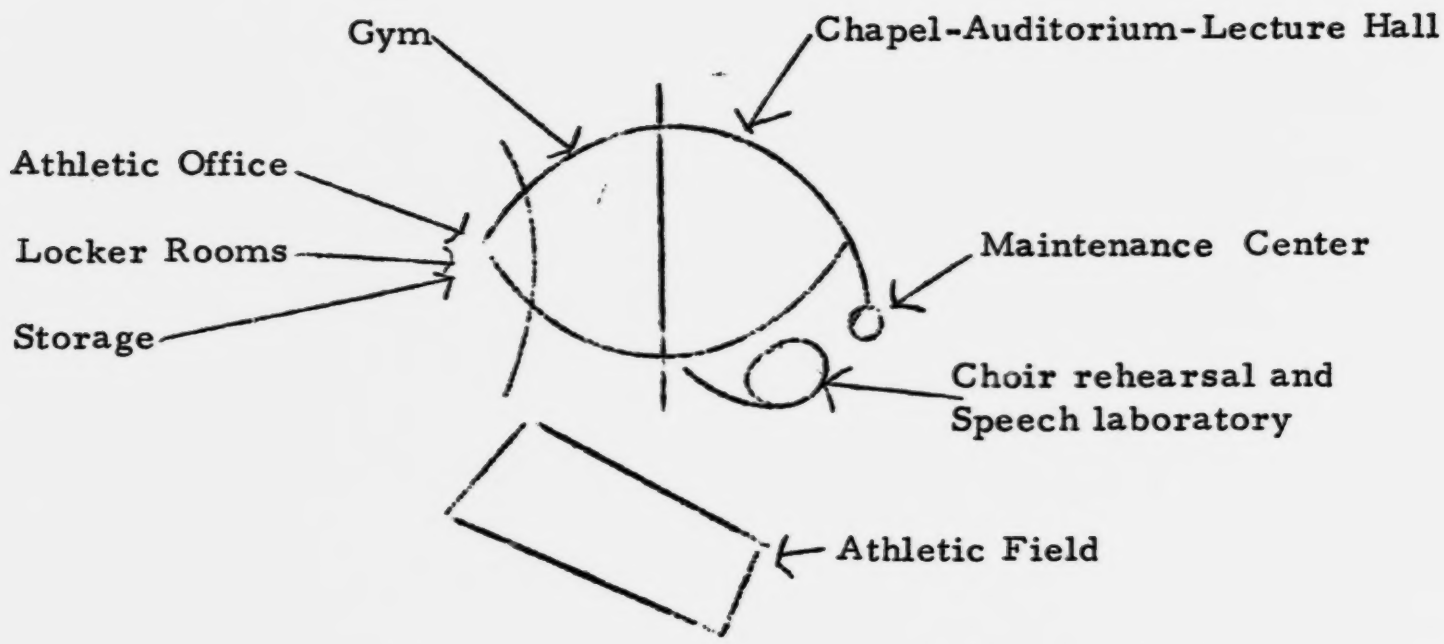



1ST FLOOR

## The Park (Recreation and Large Group Activities)




The chapel is one of the least used spaces on the campus and the space should be shared with other functions. It can easily double as the large lecture hall.

Another occasional need is for space to accommodate large audiences. It is not economical to build and let the building stand idle most of the time. By arranging the gym and the chapel next to each other, the gym provides overflow seating for the chapel and turns it into a large auditorium, and the chapel space provides spectator seating at sports events.

The choir rehearsal and speech lab facility should be in this area because they are high noise activities.

Spatial needs and cost projection:

| | | |
|---|---|---|
| *1 Gymnasium (including lock rooms, athletic office and storage) | 8,985 sq.ft. at $11@ | $ 99,835 |
| 1 Chapel | 2,415 sq.ft. at $15@ | 36,225 |
| 1 Combination choir rehearsal room and speech lab | 900 sq.ft. at $15@ | 13,500 |
| | 12,300 | $149,560 |

* See page 4 and 5 for square footage distribution.

Total spatial needs and cost projection:

| | | |
|---|---|---|
| The Plaza | 9,775 | $146,625 |
| The Villas | 19,500 | 300,000 |
| The Park | 12,300 | 149,560 |
| | 41,575 | $596,185 |
| The Shops | 3,604 | 39,644 |
| Land acquisition and utilities-50% (50% included in cost of the Villas) | | 50,000 |
| Land Development | | 30,000 |
| | | $715,829 |

Comparison 880,889
715,829
$165,060 less initial capital needed through multi-use and the Village Concept

## The Budget Problem

How much money will the college need to borrow and how can it be paid back?

How much money will the college need to borrow?

| | |
|---|---|
| Total cost of campus | $715,829 |
| Total college asset (present property) based on 1968 appraisal | 407,000 |
| Amount of money the college needs to borrow or raise. | $308,829 |

How can it be paid back?

## A Solution to the Problem-The Village Concept

The Village Concept allows the college to start on the new campus with a moderate increase in students and then gradually grow to capacity with out severe financial problems.

The following pages contain a Ten Year Budgetory Projection which assumes:

A loan of $300,000 for 20 years at 7% interest
Alumni Challenge income of $33,000 per year for three years or $100,000
Starting with 7 housing units and 140 campus resident students and 20 non-campus resident students for a total of 160 students.
A moderate student body growth of 40 per year
A 5% inflationary spiral
$10,000 per year increase in subsidy
The need to develop the academic program as the college grows

The following Ten Year Budgetory Projection predicts:

Solvent fiscal operation from the second year on.
A study body of 300 resident students and 40 non-campus resident (total 340) students by the fifth year which would be full capacity for classroom facilities.
The campus, as now projected, plus 8 additional housing units (total of 15) completely paid for in the ninth year.

## A TEN YEAR BUDGETORY PROJECTION FOR MINNESOTA BIBLE COLLEGE

### Year One

Students - 140 campus resident and 20 non-campus resident-total 160

| | | | |
|---|---|---|---|
| Budget: | | | |
| Expenses | Instruction | $92,000 | Allows for the addition of a head counselor and one professor plus substantial pay raises for the faculty |
| | Administration | $70,000 | A $9,000 increase over present budget for Development program and personnel pay raises |
| | Utilities and Maintenance | 30,000 | Estimate from present operation |
| | Operation | 45,000 | $5,000 increase over present budget |
| | Auxiliary Enterprises | 60,200 | 2/3 of $700 income |
| | Debt Retirement | 36,000 | On $300,000 original loan-(O L) Interest-$21,000-Principal $15,000 |
| | | 333,200 | |
| Income | | 178,000 | Tuition of $500 from 160 students. Auxiliary Enterprise income of $700 from 140 students. |
| Subsidy needed | | 155,200 | |
| Subsidy presently received | | 110,000 | |
| Deficit | | 45,200 | |
| Alumni Challenge Income | | 33,000 | |
| Deficit | | 12,200 | |
| Property debt at end of fiscal year | | 300,000 | Original amount |
| | | 15,000 | Principal payment |
| | | $ 285,000 | |
| Property Value | | 706,436 | |
| Property Debt | | 285,000 | |
| Net Worth | | $ 421,436 | |

Year Two

Students - 180 Campus Resident and 20 non-campus resident - Total 200
Building - 2 housing units are built for $60,000 to house the additional 40 (HU# 8 & 9)
Budget:

| | | |
|---|---|---|
| Expenses | | |
| Instruction | 104,600 | Increase for one additional professor to maintain student-teacher ratio and to adequately operate academic program, plus 5% pay raises |
| Administration | 73,750 | A 5% increase for inflation |
| Utilities and Maintenance | 32,500 | A 5% increase plus $1000 for additional housing |
| Operation | 47,250 | A 5% increase |
| Auxiliary Enterprises | 80,000 | A 5% increase in cost per student |
| Debt Retirement | 41,850 | $34,650 on original loan and $7,200 on HU# 8 & 9 |
| | 379,950 | |
| Income | 220,000 | A 5% increase in rate |
| Subsidy needed | 159,950 | |
| Subsidy received | 120,000 | |
| Deficit | 39,950 | |
| Alumni Challenge Income | 33,000 | |
| Net deficit | 6,950 | |
| Carry over deficit | 12,200 | |
| Accumulated deficit | 19,150 | |
| Property debt at the end of fiscal year | 270,000 | OL |
| | 57,000 | HU# 8 & 9 |
| | 327,000 | |
| Property Value | 766,436 | |
| Property Debt | 327,000 | |
| Net Worth | $ 439,436 | |

Year Three

Students - 220 campus resident and 30 non-campus resident - Total 250
Building - 2 housing units are built for $60,000 to house the additional 40 (HU# 10 & 11)

Budget:

| | | |
|---|---|---|
| Expenses: | | |
| Instruction | 119,000 | Increase for one additional professor plus 5% pay increase for faculty |
| Administration | 77,500 | A 5% increase |
| Utilities and Maintenance | 35,125 | A 5% increase plus $1000 for additional house |
| Operation | 49,612 | A 5% increase |
| Auxiliary Enterprise | 108,000 | A 5% increase in costs per student |
| Debt Retirement | 48,090 | OL $33,900, HU#8&9 $6,990, HU# 10 & 11 -$7,200 |
| | 437,327 | |
| Income | 318,000 | a 5% increase in rate |
| Subsidy needed | 119,327 | |
| Subsidy received | 130,000 | |
| Surplus | 10,673 | |
| Alumni Challenge income | 33,000 | |
| Net surplus | 43,673 | |
| Accumulated deficit | 19,150 | |
| Adjusted surplus | 24,525 | |
| Property debt at the end of fiscal year | 255,000 | OL |
| | 54,000 | HU# 8 & 9 |
| | 57,000 | HU# 10 & 11 |
| | 366,000 | |
| Less surplus | 24,525 | |
| Debt | 341,475 | |
| Property Value | 826,436 | |
| Property Debt | 341,475 | |
| Net Worth | 484,961 | |

Year Four

Students - 260 Campus resident students and 30 non-campus resident - Total 290

Building - 2 housing units are built for $60,000 to house the additional 40 (HU# 12 & 13)

| | | |
|---|---|---|
| Budget: | | |
| Expenses | | |
| Instruction | 145,000 | Increase for one additional professor plus 5% pay increase for faculty |
| Administration | 81,375 | A 5% increase |
| Utilities and Maintenance | 37,885 | A 5% increase plus $1000 for additional house |
| Operation | 52,100 | A 5% increase |
| Auxiliary Enterprises | 35,000 | A 5% increase in costs per student |
| Debt Retirement | 51,970 | OL 31,000, HU# 8& 9-$6,780, HU# 10&11 - $6,990, HU#12 & 13-$7,200 |
| | 503,330 | |
| Income | 80,000 | A 5% increase in rates |
| Subsidy needed | 123,330 | |
| Subsidy received | 145,000 | The Alumni Challenge Phase II is over but a Phase Three or Annual Fund should bring in this $5,000 extra increase in subsidy |
| Surplus | 21,670 | |
| Property debt at the end of fiscal year | 215,475 | OL |
| | 51,000 | HU# 8 & 9 |
| | 54,000 | HU# 10 & 11 |
| | 57,000 | HU# 12 & 13 |
| | 377,475 | |
| Less surplus | 21,670 | |
| Debt | 355,805 | |
| Property Value | 886,436 | |
| Property Debt | 355,805 | |
| Net Worth | $ 530,631 | |

Year Five

Students - 300 campus resident students and 40 non-campus resident students - Total 340

Building - 2 housing units are built for $60,000 to house the additional 40 (HU# 14 & 15)

| | | | |
|---|---|---|---|
| Budget: | | | |
| Expenses | Instruction | 162,250 | Increase for one additional professor plus a 5% pay increase for the faculty |
| | Administration | 85,375 | A 5% increase |
| | Utilities and Maintenance | 40,799 | A 5% increase plus $1000 for additional house |
| | Operation | 54,705 | A 5% increase |
| | Auxiliary Enterprises | 164,000 | A 5% increase in cost per student |
| | Debt Retirement | 55,540 | OL 25,000, HU# 8&9-6,570 HU# 10&11-6,780, HU# 12&13-6,990, HU# 14 &15 - 7,200 |
| | | 562,669 | |
| Income | | 55,000 | A 5% increase in rates |
| Subsidy needed | | 107,669 | |
| Subsidy received | | 155,000 | |
| Surplus | | 47,331 | |
| Property debt at the end of the fiscal year | | 168,805 | OL |
| | | 48,000 | HU# 8 & 9 |
| | | 51,000 | HU# 10 & 11 |
| | | 54,000 | HU# 12 & 13 |
| | | 57,000 | HU# 14 & 15 |
| | | 378,805 | |
| Less Surplus | | 47,331 | |
| Debt | | 331,474 | |
| Property Value | | 946,436 | |
| Property Debt | | 331,474 | |
| Net Worth | | $ 614,962 | |

Year Six

Students - 300 campus resident students and 40 non-campus resident students - total 340

Budget:

| | | |
|---|---|---|
| Expenses: | | |
| Instruction | 182,362 | Increase for one additional professor and a 5% pay increase for faculty |
| Administration | 89,643 | A 5% increase |
| Utilities and Maintenance | 42,817 | A 5% increase |
| Operation | 57,440 | A 5% increase |
| Auxiliary Enterprises | 170,100 | A 5% increase |
| Debt Retirement | 50,200 | OL 23,500, HU# 8&9-6,360, HU# 10&11-6,570, HU# 12&13-6,780, HU# 14&15-6,990 |
| | 592,562 | |
| Income | 497,500 | A 5% increase in rates |
| Subsidy needed | 95,062 | |
| Subsidy received | 165,000 | |
| Surplus | 69,938 | |
| Property debt at the end of the fiscal year | 153,805 | OL |
| | 45,000 | HU# 8 & 9 |
| | 48,000 | HU# 10 & 11 |
| | 51,000 | HU# 12 & 13 |
| | 54,000 | HU# 14 & 15 |
| | 319,474 | |
| Less surplus | 69,938 | |
| Debt | 249,536 | |
| Property Value | 946,436 | |
| Property Debt | 249,536 | |
| Net Worth | $ 696,900 | |

Year Seven

Students - 300 campus resident and 40 non-campus resident - total 340

Budget:

| | | | |
|---|---|---|---|
| Expenses: | Instruction | 191,470 | A 5% increase |
| | Administration | 94,125 | A 5% increase |
| | Utilities and Maintenance | 44,957 | A 5% increase |
| | Operation | 59,312 | A 5% increase |
| | Auxiliary Enterprises | 178,600 | A 5% increase |
| | Debt Retirement | 46,740 | OL 20,880, HU# 8&9-6,150, HU# 10&11-6,360, HU# 12&13-6,570, HU# 14 &15- 6,780 |
| | | 620,204 | |
| Income | | 525,000 | A 5% increase |
| Subsidy needed | | 95,204 | |
| Subsidy received | | 175,000 | |
| Surplus | | 79,796 | |
| Property debt at the end of fiscal year | | 68,869 | OL |
| | | 42,000 | HU# 8 & 9 |
| | | 45,000 | HU# 10 & 11 |
| | | 48,000 | HU# 12 & 13 |
| | | 51,000 | HU# 14 & 15 |
| | | 254,869 | |
| Less Surplus | | 79,796 | |
| Debt | | 175,073 | |
| Property Value | | 946,436 | |
| Property Debt | | 175,073 | |
| Net Worth | | $ 771,363 | |

Year Eight

Students - 300 campus resident and 40 non-campus resident - total 340

Budget:

| | | | |
|---|---|---|---|
| Expenses | | | |
| | Instruction | 200,000 | A 5 % increase |
| | Administration | 100,000 | A 5% increase |
| | Utilities and Maintenance | 47,500 | A 5% increase |
| | Operation | 62,000 | A 5% increase |
| | Auxiliary Enterprises | 187,500 | A 5% increase |
| | Debt Retirement | 24,250 | HU# 8 & 9-5,170, HU# 10&11-6,150, HU# 12&13-6,360, HU#-14 & 15 - 6,570 |
| | | 521,250 | |
| Income | | 550,000 | A 5% increase |
| Subsidy needed | | 71,250 | |
| Subsidy received | | 185,000 | |
| Surplus | | 113,750 | |
| Property debt at the end of fiscal year | | 28,000 | HU# 8 & 9 |
| | | 42,000 | HU# 10 & 11 |
| | | 45,000 | HU# 12 & 13 |
| | | 48,000 | HU# 14 & 15 |
| | | 163,000 | |
| Less Surplus | | 113,750 | |
| Debt | | 49,250 | |
| Property Value | | 946,436 | |
| Property Debt | | 49,250 | |
| Net Worth | | $ 897,186 | |

## Year Nine

The remaining $49,250 property debt would be paid-off in this year with a surplus of apporximately $75,000.

## Year Ten

During this year the campus and program would be running at maximum capacity and efficiency. There would be a surplus of approximately $125,000. This would be the year to build some extra quality in the program and to complete the next Ten Year Plan. Also it would be the time to decide whether or not to expand through a building program.

## Conclusions

1. This is a low risk program because it is practically solvent each year.
2. Once the 260 student level is reached there is no financial danger if the college does or does not grow.
3. The student body growth projection is moderate. The projection could happen twice as fast.
4. Obtaining a loan for $300,000 should not be difficult with this concept.
5. If the present building could be sold soon, it would be possible to move on the new campus in the fall of 1969. The Park (gym-chapel complex and the shops) might not be ready, but if the Plaza and the Villas were complete, the move could be made.

## Possible Time Schedule:

| | |
|---|---|
| November 1 - February 1 (3 mos.) | Preliminary Drawings |
| February 1 - April 1 (2 mos.) | Working Drawings |
| November 1 - April 1 (5 mos.) | Sell property, negotiate loan, purchase land |
| April 1 - August 31 (5 mos.) | Construct Plaza and Villas |
| September 1 - November 1 (2 mos.) | Construct Park |